Welcome to the Georgetown University Master of Science program in Health Systems Administration (MHSA). We are delighted that you have joined the Georgetown community.

Purpose of Handbook
The purpose of this student handbook is to provide information about the MHSA program and Georgetown University. The policies were developed to maintain the integrity of the program and to ensure equity and fairness through their application. All students should familiarize themselves with the requirements of Georgetown University, the School of Nursing & Health Studies and the MHSA program. While we hope you will use this to help answer questions that come up during your tenure here, please do not view the handbook as a substitute for speaking directly with members of the MHSA faculty and program administration.

Together, the Georgetown University Graduate School of Arts and Sciences Graduate Bulletin and the MHSA student handbook will serve as your main guide throughout your graduate career. The Graduate Bulletin includes university information, policies, requirements, and guidance for all graduate students. This student handbook describes the details about graduate study and requirements of the program. While both of these handbooks are useful resources, students should feel free to discuss any questions about academic policies and procedures with program faculty or staff.
MISSION AND VISION

Georgetown University Mission
Georgetown University is a Catholic and Jesuit, student-centered research university. Established in 1789 in the spirit of the new republic, the university was founded on the principle that serious and sustained discourse among people of different faiths, cultures, and beliefs promotes intellectual, ethical and spiritual understanding. We embody this principle in the diversity of our students, faculty and staff, our commitment to justice and the common good, our intellectual openness and our international character. An academic community dedicated to creating and communicating knowledge, Georgetown provides excellent undergraduate, graduate and professional education in the Jesuit tradition for the glory of God and the well being of humankind. Georgetown educates women and men to be reflective lifelong learners, to be responsible and active participants in civic life and to live generously in service to others.

School of Nursing & Health Studies Mission
Advancing the health and well-being of individuals and communities is the mission of the School of Nursing & Health Studies. The vision of NHS is to be a catalyst for health and social justice in local, national, and global communities through education, scholarship, and social action.

Master’s Program in Health Systems Administration Mission
The mission of the full-time master's program in health systems administration is to educate the next generation of health system administrators to improve the quality and value of healthcare and to advance the knowledge needed to make these improvements. We accomplish this through a curriculum that is experiential and competency based and framed by Jesuit values.

Master’s Program in Health Systems Administration Vision
The vision of the full-time master’s program in health systems administration is to be on the cutting edge of health systems education and research, focusing on health system performance while being consistent with the university’s commitment to both social justice and academic excellence.

Non-Discrimination Policy
Georgetown University's commitment to diversity is fundamental to its educational mission. Georgetown University provides educational opportunities without regard to, and does not discriminate on the basis of, age, color, disability, family responsibilities, familial status, gender identity or expression, genetic information, marital status, national origin, personal appearance, political affiliation, race, religion, sex, sexual orientation, source of income, veteran’s status or any other factor prohibited by law in its educational programs and activities. Inquiries regarding Georgetown University's non-discrimination policy may be addressed to Institutional Diversity, Equity & Affirmative Action, 37th and O Sts., N.W., Suite M36, Darnall Hall, Georgetown University, Washington, D.C. 20057.

Students who have concerns about treatment they have experienced are encouraged to discuss those concerns with a representative of the Office of Institutional Diversity, Equity &
Affirmative Action (IDEAA). Students wishing to pursue a formal complaint of discrimination in a non-academic matter may do so through the IDEAA Office at http://idea.georgetown.edu.

Accreditation
Georgetown University’s accrediting body is the Middle States Commission on Higher Education (MSCHE). The Middle States Commission on Higher Education is an institutional accrediting agency recognized by the U.S. Secretary of Education and the Council for Higher Education Accreditation. The Middle States region includes the District of Columbia, Delaware, Maryland, New Jersey, New York, Pennsylvania, Puerto Rico and the U.S. Virgin Islands.

The master’s program in health systems administration is accredited by the Commission on Accreditation of Healthcare Management Education (CAHME). Information about CAHME and accreditation standards is available at www.cahme.org.

THE PROGRAM

Overview
The nationally ranked full-time master’s program in health systems administration employs a broad systems approach and is accredited by CAHME. The curriculum is guided by a rigorous focus on social, technical, economic and policy forces that shape the context of health care organizations and define the management agenda.

The program offers a curriculum that is competency-based and practice-centered with a focus on systems of care and leadership; an accessible faculty that includes leading academics and practitioner leaders of a variety of health care organizations; small class sizes that foster close relationships with faculty members; internship sites in various settings; practicing executives who serve as mentors; a longitudinal integrative seminar; and distinguished opportunities to engage in the unique richness of Washington, D.C.

Program of Study
The MHSA curriculum has a specific course progression and methodology, and courses are only offered once a year. If a student drops a course, he/she must complete the other courses in the semester and then take a year of leave at the end of that semester. The student may then take the dropped course in the next semester that that course is offered. As MHSA courses are only offered once a year, the student will pick up with the next incoming cohort. Taking a Leave of Absence will have financial aid ramifications.

Transfer of Credit
All MHSA students are required to take the program’s courses when they are offered. The decision to grant credit is at the discretion of the program director and department chair. Courses taken for a degree or certificate that has already been conferred are not transferable. Transferred credits and Consortium enrollments combined cannot account for more than 25 percent of the 42 credits required for the degree. Information regarding the Consortium is available at https://grad.georgetown.edu/academics/policies/graduate-student-bulletin-2014-15/sec-II.

Because there are no elective credits in the MHSA plan of study, transfer of credit is rarely granted. However, up to 10 credits may be transferred from comparable courses previously
taken at an accredited institution if approvals are granted following review. The student must have achieved a grade of B or better and petition the program director with a copy of the previous course syllabus for review and approval before the matriculation start date.

**Continuous Registration**
Graduate School policy also mandates that you must either be actively enrolled in courses, be in the process of registering for courses, or on an approved Leave of Absence (LOA). If at any time you are not in classes, registering for classes, or on an approved LOA you will be subject to an Administrative Withdrawal. Please refer to the *Graduate Bulletin* for details. An LOA request form is available at [http://nhs.georgetown.edu/students/graduate/forms](http://nhs.georgetown.edu/students/graduate/forms).

**Course of Study: Maximum Duration**
Upon matriculation to the School of Nursing & Health Studies, students must complete the MHSA program within two consecutive years. If you require additional time (e.g., life or work issue) you must apply to the Office of Student Academic Affairs for an extension to graduate during your final term of eligibility. Complete the online Student Petition for Extension of Time form found on the NHS Web site [http://nhs.georgetown.edu/students/graduate/forms/](http://nhs.georgetown.edu/students/graduate/forms/) to file for an extension and send the completed form to the Office of Student Academic Affairs at: NHSgradacademicaffairs@georgetown.edu.

**Curriculum**
The MHSA program requires a total of 42 credit hours. Guided by a synchronous didactic approach, this program is completed on campus with a course sequence that is outlined below. All course descriptions may be found online in the course catalog at [http://courses.georgetown.edu](http://courses.georgetown.edu). Course schedules are available at [http://registrar.georgetown.edu](http://registrar.georgetown.edu). Students must follow the required sequence of course work and proceed as a cohesive cohort:

**Summer I (6 Credits)**
- HESY 622 – Health Politics and Policy (2)
- HESY 628 – U.S. Health Systems (2)
- HESY 644 – Quality and Performance (2)

**Fall (14 Credits)**
- HESY 678 – Managerial Ethics and Law (2) *
- HESY 629 – Organizational Leadership (2)
- HESY 639 – Financial Management I (2)
- HESY 659 – Strategic Management (2)
- HESY 652 – Quantitative Methods (2)
- HESY 660 – Health Economics (2)
- HESY 710 – Integrative Seminar I (2)

*HESY 678 is in conjunction with EHSY 678, which is an on-campus intensive that takes place the week prior to the start of fall classes on the traditional academic calendar.

**Spring (12 Credits)**
- HESY 632 – Financial Management II (2)
- HESY 634 – Operations Management (2)
HESY 640 – Human Capital Management (2)
HESY 654 – Health Services Research (2)
HESY 657 – Planning and Marketing (2)
HESY 711 – Integrative Seminar II (2)

**Summer II (10 Credits)**
HESY 750 – Managing Organizations (4)
HESY 725 – Experiential Seminar (2)
HESY 668 – Business Innovations (2)
HESY 671 – Health Informatics (2)

Students take HESY 750 and HESY 725 during the first six-week session. Students take HESY 668 and HESY 671, which are in conjunction with the EHSY on-campus intensives, during the second six-week session.

*Courses and sequence are subject to change*

**Competencies**
When students complete the program, they should possess the following competencies:

**Performance Management & Quality Improvement Domain**

Q.1. Describe the relationship between quality/performance improvement and health care value.
Q.3. Describe the interrelationships among patient safety, risk management and performance improvement.
Q.4. Analyze and apply methods to to achieve the six domains of health care quality (safe, effective, patient-centered, timely, efficient, equitable)
Q.5. Analyze and evaluate the purpose, benefits, application, and evaluation of clinical information systems and management information systems.

**Policy, Strategy & System Models Domain**

P.1. Examine and understand the health care policy environment, policy initiatives, current issues and trends, and how these affect health systems and health care management.
P.2. Develop skills to anticipate and respond to changes in the external environment.
P.3. Evaluate and use business plans and marketing plans to support decision-making.
P.4. Examine and understand the various models of health systems with respect to market forces, creation of value, and overall societal and population health.
P.5. Develop a stakeholder management strategy, to include needs assessment and mutual expectations and commitments.
Leadership & Ethics Domain

L.1. Articulate the basic principles of bioethics and personal and organizational ethics.
L.2. Formulate and articulate a professional values system, inclusive of Jesuit values.
L.3 Articulate the role of personal and organizational ethics and values in leadership.
L.4. Apply oral and written communication skills to communicate effectively with all stakeholders at all levels.
L.5. Examine and understand the role of the leader in organizational dynamics and culture management.

Management Skills & Tools Domain

M.1. Evaluate governance structures, compliance functions, and the roles/responsibilities of board members.
M.2. Understand and apply concepts of strategic human capital management in business strategy to include: workforce planning, talent management, and organizational structure and development.
M.3. Understand the application of law, including medical-legal issues and privacy requirements, in contemporary management decisions.
M.4. Apply the basic concepts and approaches of change management to skillfully lead and negotiate the change process.
M.5. Examine and understand how to execute a stakeholder management strategy.
M.6. Understand the principles and use of risk modeling and risk management in organizations.

Knowledge Management, Analysis & Critical Thinking Domain

A.1. Integrate the key concepts and approaches in critical thinking, decision analysis, and problem solving.
A.2. Conduct an operational/organizational assessment and optimize resources through use of quantitative and qualitative methods.
A.3. Apply quantitative methods and evidence from research studies to assist in making management decisions and assessing the quality of patient care.
A.4. Examine data-driven insights and decision-making processes.
A.5. Understand how organizations learn — how they capture, store, and access information for all aspects of performance and performance improvement.
A.6. Examine and understand external benchmarking in an organization’s competitive and value-creating processes.

Financial Acumen and Management Domain

F.1. Analyze financial statements of health care organizations.
F.2. Apply capital budgeting techniques to assess capital investment projects.
F.3. Evaluate the tradeoffs of different types of financing, including debt equity and lease financing.
F.4. Understand the role of reimbursement and market characteristics in affecting how health care is organized and delivered.

F.5. Understand the role of insurance in financing health care and the relationship between the pooling of risk and the paying for care.

F.6. Understand the use of benchmarked financials and standards to assess efficiency, return on investment, and performance of an organization’s various functional areas.

**Academic Calendar**

The University’s academic calendar can be found at [http://registrar.georgetown.edu/academic-calendar](http://registrar.georgetown.edu/academic-calendar). The most current program of study can be found at [http://nhs.georgetown.edu/healthsystems/full-time-mhsa-program-of-study](http://nhs.georgetown.edu/healthsystems/full-time-mhsa-program-of-study).

**Mode of Delivery**

Courses in the MHSA program will be delivered primarily through on-campus face-to-face instruction, with the possibility of participation in some synchronous online courses. Blackboard Learn or Canvas will serve as the Learning Management System (LMS), and Zoom or Adobe Connect will be the primary technology for web conferencing and real-time classroom discussions in synchronous courses and when faculty enact their instructional continuity plan.

Synchronous sessions will include two-way video, requiring each student to have a web video camera. Orientation materials and support for the program are provided and a technology help-desk is available to both students and faculty.

**Course and Program Evaluations**

As a graduate student, you are expected to provide respectful and constructive feedback on each course you complete. The electronic midterm and end-of-course evaluations provide students with an opportunity to document what worked well and how the course can be improved for future students. Findings inform efforts to continuously improve instruction and refine program offerings.

**Program Communication**

All official electronic communications from the University, NHS, program faculty, advisors and staff will be distributed via your Georgetown email address. All correspondences from students to faculty, staff, or university departments must be sent from their Georgetown e-mail account. Students are required to check their Georgetown e-mail daily and are responsible for forwarding their GU account to their primary email address should they choose to do so. Instructions for forwarding emails from your GU account are available at [https://support.google.com/mail/answer/10957?hl=en&ref_topic=3394220](https://support.google.com/mail/answer/10957?hl=en&ref_topic=3394220).

Health Systems Administration MHSA students’ mail folders are located on the second floor in the department office in a filing cabinet labeled Student Mailboxes. Faculty and staff use these files as a means of distributing graded assignments or class work, as well as other communications. Please check your mail at least once weekly. The department has a mailbox in the second-floor mailroom, and all faculty have individual mail files in the department office area.
Job, event and other relevant announcements are posted by the program coordinator, faculty, alumni and students on the HSA Happenings Google Group. You will receive an invitation to join the group upon matriculating into the program.

Students are encouraged to join the department's LinkedIn group, as well as follow the department on Twitter @GtownHSA.

Faculty members will check their email inboxes during workdays intermittently to maintain contact with colleagues and students. Individual faculty members will share their preferred contact method(s) with advisees and students, including method for notification when a student will be late or absent from class.

ACADEMIC INTEGRITY AND PERFORMANCE EXPECTATIONS

Academic Integrity
As a graduate student and member of the Georgetown University community, you are expected to display the highest standards of academic and personal integrity. This includes an expectation to abide by the University Honor Code:

“In the pursuit of the high ideals and rigorous standards of academic and professional life, I commit myself to respect and uphold the Georgetown University Honor System: to be honest in any academic endeavor, and to conduct myself honorably as a responsible member of the Georgetown community, as we live and work together.”

Students should visit the Honor Council website at http://honor.georgetown.edu for detailed information regarding academic and personal integrity expectations.

Preventing Plagiarism
As a graduate student, you can prevent plagiarism by:

1.) Managing your time. Proper time to prepare the assignment will prevent careless mistakes and reduce the temptation to cheat;
2.) Avoiding websites that allow you to purchase someone else's work;
3.) Following your professor’s instructions. Find out if you are to work alone on an assignment or if you are permitted to collaborate with other students;
4.) Preparing each assignment from scratch. Submitting an assignment that you prepared from another course can be considered cheating;
5.) Remembering that Georgetown faculty use online services to help identify plagiarism

(Adopted from “Avoiding Plagiarism” by the Academic Resource Center)

Crediting others’ work and appropriately citing sources is a substantial part of preventing plagiarism. Remember to:

1.) Provide citations in PowerPoint presentations, handouts, video presentations, online discussion questions, blogs, and case presentations;
2.) Use quotation marks if cutting and pasting or quoting someone word for word even if you cite the source of the words;
3.) Cite your source when you paraphrase (use sparingly and following the guidelines)

**Electronic Testing**
Some quizzes and exams may be conducted electronically. Unless otherwise stated, you may not collaborate with others or use any references during any examination or quiz. This means that during an exam or quiz you may not:

1.) Open another browser window or use any other method to look up an answer;
2.) Communicate with anyone via online chat, telephone, email, text message, in-person, or via any other method;
3.) Use your phone or mobile devices;
4.) Ask someone to take the exam for you;
5.) Copy, print, or photograph exam questions for your personal use or to share with others;
6.) Discuss the exam with other students who have not yet taken it.

If you have further questions regarding the University’s academic integrity policies, please visit: http://grad.georgetown.edu/academics/policies.

**Grading Policy**
Please consult the *Graduate Bulletin* for specific Academic Regulations and grade interpretations. The Family Educational Rights and Privacy Act of 1974 protects the privacy related to the specific contents of a student’s academic record.

Letter grades will equate to the following percentage scores in all graduate program courses:

<table>
<thead>
<tr>
<th>Grade</th>
<th>Range</th>
<th>Points</th>
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</thead>
<tbody>
<tr>
<td>A</td>
<td>93-100</td>
<td>4.000</td>
</tr>
<tr>
<td>A-</td>
<td>90-92</td>
<td>3.670</td>
</tr>
<tr>
<td>B+</td>
<td>87-89</td>
<td>3.330</td>
</tr>
<tr>
<td>B</td>
<td>83-86</td>
<td>3.000</td>
</tr>
<tr>
<td>B-</td>
<td>80-82</td>
<td>2.670</td>
</tr>
<tr>
<td>C</td>
<td>70-79</td>
<td>2.000</td>
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<tr>
<td>F</td>
<td>&lt;70</td>
<td>0.000</td>
</tr>
<tr>
<td>W</td>
<td>Withdrawal</td>
<td></td>
</tr>
<tr>
<td>AU</td>
<td>Audit</td>
<td></td>
</tr>
<tr>
<td>IP</td>
<td>In Progress</td>
<td></td>
</tr>
<tr>
<td>NR</td>
<td>No Grade Reported</td>
<td></td>
</tr>
<tr>
<td>I</td>
<td>Incomplete</td>
<td></td>
</tr>
</tbody>
</table>
As a graduate student, you are required to satisfy the academic standards of the Graduate School as well as the standards of the School of Nursing & Health Studies and the MHSA program.

Students must maintain an overall grade point average (GPA) of no less than 3.00 to remain in good academic standing and to be eligible to graduate. Georgetown University’s Graduate School of Arts and Sciences requires all students to earn a cumulative grade point average (GPA) of 3.0 to be permitted to graduate. The Department of Health Systems Administration has an additional requirement: In order to continue in the MHSA Program, a student must earn a 3.0 GPA in MHSA coursework by the end of the fall semester in the program, as well as maintain a cumulative 3.0 GPA each semester thereafter. The MHSA Program does not round up the GPA (e.g., a GPA of 2.99 will not be rounded to a GPA of 3.0).

This policy serves two purposes: The first is to ensure that the high academic standards expected by the University and department are maintained. The second is to prevent students who are unlikely to meet the university's graduation requirements from spending significant time and money pursuing a futile cause. As a result of this policy, any student who has not attained the required GPA is dismissed from the MHSA program. If termination occurs, students are not eligible to reapply. Dismissal appeals are handled by the Graduate School for all graduate programs in NHS.

**APPEALS**

**Appeals Contesting Grades**

*Please note that changes to the following appeals process may be approved and distributed at a future date.*

The following steps must be taken in order to contest a final grade received as part of your core coursework:

You should first seek an acceptable resolution through a discussion with the instructor of the course. This must be initiated no later than 30 days after the start of the semester following the one in which the disputed grade was assigned. If a satisfactory resolution is not reached, you should then:

Discuss the matter with the director of your graduate program. This discussion must be initiated no later than 60 days after the start of the semester following the one in which the disputed grade was assigned.

If a satisfactory resolution is still not reached, you may have the right to an appeal. The appeal must be based on factual evidence and based on one of the following criteria: (1) miscalculation of grade, (2) unfair/biased treatment by the instructor, (3) extreme, unanticipated, and sudden external circumstances that affected performance. If you feel your appeal has merit based on the above criteria, please consult your Academic Dean. Your Academic Dean will then go over your merits for appeal, answer any questions, and establish a timeline for the appeals process. If you choose to move forward with an appeals process, you will submit your written appeal to your Academic Dean.
Your Academic Dean will then submit your written appeal to the Chair of the Graduate Committee on Students. Upon receipt of an appeal, the Chair will determine if the appeal meets the criteria outlined above. If the Chair finds the appeals meets the criteria, it will be sent to the Graduate Committee on Students. The Committee’s review must be initiated no later than 60 days after the start of the term following the one in which the disputed grade was assigned or 60 days after the formal appeal was filed. The committee’s decision (to raise, lower, or sustain the grade) is final. A student may not progress to the next prescribed set of courses until the appeal has been heard and the outcome decided.

Prior to the Committee meeting at which the vote will be taken, the student will be:

1.) Notified of the time, place, and date of the Committee's meeting by the Associate Dean of NHS (or designee). The student may come to campus or attend the appeal via Skype or Adobe Connect (through the learning management platform).
2.) Provided with an overview of the order of the procedures of the appeal hearing.
3.) Advised that he/she may challenge any member of the Committee upon presenting persuasive evidence that the member would be unable to render a fair, impartial, and objective decision based only upon the information presented at the meeting.
4.) Advised that he/she may submit a written statement and any other evidence he/she believes relevant to the appeal. The student must submit any such information a minimum of three days prior to the scheduled meeting.

**Conduct of Appeal Meetings**

1.) The meeting is an educational process, and administrative in nature.
2.) The Committee may consider any information it deems relevant to the appeal.
3.) The meeting may be recorded at the discretion of the Committee.
4.) A support person of the student’s choosing may accompany the student to the meeting, but that individual may not participate in the meeting in any way.
5.) The Program Director or Assistant Program Director (specific to program) will forward the student’s record and pertinent information to the Committee.
6.) The Program Director or Assistant Program Director or his/her designee will be present either in person or via teleconference to present information and answer questions about the student’s record.
7.) The student shall have an opportunity to make a presentation to and answer questions from the Committee.
8.) After all information pertinent to the case has been presented, the involved faculty and the student will be excused and the remaining members of the Committee will hold closed deliberations for discussion and voting.

All decisions of the Program Directors Committee on Student Appeals are final. A summary of the outcome of the hearing shall be communicated in writing to the (1) Associate Dean of NHS and (2) Director of Academic Affairs. In the event there is disagreement among members of the Committee, a minority opinion may be prepared and submitted.
ENROLLMENT, ADVISING AND STUDENT SUPPORT SERVICES

Course Registration
The registration process will begin for all students well in advance of the first day of courses each semester. Pre-registration of classes occurs midway through the prior semester. You will receive information from your program coordinator or another campus office regarding the process and relevant deadlines. During the Add/Drop time period, students can add or drop classes without financial refund penalty and without the courses appearing on a transcript. If you are unable to pre-register or register for courses, there may be a hold on your account. If there is a hold on a student’s account, the student is responsible to work with the Registrar and the Office of Student Accounts to resolve the issue.

If you need to withdraw from a class within the Add/Drop period you must first contact your program director and Academic Dean, as there will be implications for your program of study and financial aid. Students are responsible for contacting the Registrar’s Office for any questions regarding eligibility for and timelines of tuition refunds. The refund schedule is available via the following link: http://registrar.georgetown.edu/registration/refunds-and-tuition/.

Course Cancellation Policy
Georgetown University reserves the right to cancel any courses without prior notification; however, every effort will be made to provide information on cancellations in a timely manner. In the event of cancellation, Georgetown University will refund tuition charges according to the refund schedule in the Graduate Bulletin.

Program Tuition & Costs
Graduate MHSA tuition is charged by the credit hour. Tuition charges may be obtained by multiplying the number of credits by the per-credit tuition rate. A complete current listing of University tuition, fees, payment due dates, and payment plans is available by visiting the Office of Student Accounts site at http://studentaccounts.georgetown.edu.

Students are not required to purchase books and supplies from the University; however, required textbook information can be found on the University’s bookstore website at http://www.georgetown bkstr.com and from the online course schedule available at http://schedule.georgetown.edu.

Advisement
All MHSA students will have a faculty advisor from the Department of Health Systems Administration. Students are assigned to a faculty member who can assist with professional development, career goals and curriculum concerns. Students will be required to meet with their career advisor each semester to discuss their progress using the Professional Development Plan (PDP) as a basis for the discussion. Students are responsible for scheduling advising appointments with their faculty advisor. If you feel that you are not best suited for your assigned faculty advisor, please see the Program Director to request an advisor change.

Faculty members will be available by email and available to advisees by appointment or during designated offices hours. Arrangements may be made with individual students to ensure the
facilitation of regular meetings. Some meetings may be in groups with other students assigned to the advisor.

**STUDENT SERVICES & RESOURCES**

As a graduate student at Georgetown University, you have access to many support services that will facilitate the successful completion of your graduate degree.

**Technology Resources**

University Information Services (UIS) provides Georgetown University with the core technology resources and support services for teaching, learning, and research. Students can access tech support for learning platforms and University email accounts, find information about available resources and software downloads, and also find available apps such as LiveSafe. For more information visit [https://uis.georgetown.edu/](https://uis.georgetown.edu/).

**Learning Resources**

The Academic Resource Center (ARC) can provide you with services to support any academic challenges. If you encounter academic difficulty in your courses, you should first speak with your course faculty and/or Academic Advisor. After these initial conversations, you may be referred to ARC for additional support. Students who require special learning accommodations should contact ARC for further information. ARC is responsible for determining reasonable accommodations for all students in accordance with the American Disabilities Act (ADA) and University policies. For additional information about the ARC, please visit [http://guarc.georgetown.edu](http://guarc.georgetown.edu).

Georgetown University's American Disabilities Act (ADA) statement can be found at the following link: [http://idea.georgetown.edu/ADA/](http://idea.georgetown.edu/ADA/).

The Georgetown University Writing Center is a free writing resource. The Writing Center offers assistance in topic development, general organization, revision and specific or recurring structural problems with writing. The role of tutors is not to proofread papers, but rather to help individuals improve their critical thinking, revising and editing skills. The goal is to develop the student's skills and awareness so that the student becomes a better writer. Learn more about the Writing Center at [http://writingcenter.georgetown.edu/](http://writingcenter.georgetown.edu/).

**Library Resources**

The Georgetown University Library fully utilizes online and information technologies that facilitate providing information resources and services that support the University's curricular and research activities. The Library website serves as a gateway to research tools and resources such as online periodical index databases, electronic journals, and information available on the web from other scholars. In addition, information about the library and its services, ways to contact the library, including online forms, simplify use of library resources. For additional information, please visit: [http://www.library.georgetown.edu](http://www.library.georgetown.edu).

**Personal and Cultural Resources**

The Office of Mission and Ministry, with the support of colleagues across the University, educates Georgetown's women and men to be reflective, life-long learners, to be responsible
and active participants in civic life, and to live generously in service to others. For additional information, please visit http://missionandministry.georgetown.edu/

The Center for Multicultural Equity and Access (CMEA) promotes educational excellence and racial equality at Georgetown University by serving African American, Latino, Asian American and Native American students, who were historically excluded from the university. For additional information please visit http://cmea.georgetown.edu/.

The Counseling and Psychiatric Service (CAPS) provides a multiple array of services to support your emotional wellness. CAPS also provides assistance if you need to apply for a Medical Leave of Absence (see below). For additional information, please visit http://studenthealth.georgetown.edu/mental-health/medical-leave/.

The Office of Campus Ministry seeks to equip students to lead lives of deeper meaning, belonging and purpose. Per their website, Campus Ministry supports Roman Catholic, Protestant, Orthodox Christian, Jewish, and Muslim chaplaincies, Hindu and Buddhist student groups, a variety of affiliated ministries, and numerous interreligious events and services. Learn more at https://campusministry.georgetown.edu/interfaith.

GU Wellness is an additional support resource that we believe is key to your overall physical, emotional and spiritual outcomes. For additional information please visit http://wellness.georgetown.edu.

The Lesbian, Gay, Bisexual, Transgender, Queer, and Questioning (LGBTQ) Resource Center provides education, programming, support services, and voice to Georgetown students, faculty, staff, and alumni of all sexual orientations and gender identities. We are committed to understanding sexual orientation and gender identity in the context of and as it intersects with race, religion, ethnicity, nationality, ability, socio-economic status, and culture. For additional information please visit http://lgbtq.georgetown.edu.

Georgetown does not place students for employment; however, Georgetown does provide resources to students to assist them in their job search. The School of Nursing & Health Studies collaborates with Georgetown University’s Career Education Center to offer career programming and development. The Career Center offers a variety of services, including assistance with forming a job search, mock interviews, and resume and cover letter writing. Additionally, the NHS Academic Council sponsors an annual NHS Career Fair that attracts health care recruiters from organizations nationwide to recruit undergraduate and graduate students for a variety of jobs and internships. Hoya Career Connection (HCC) is an online job and internship database that is maintained exclusively for Georgetown students and alumni. The HCC includes over 4,000 listings and postings are searchable by type, industry and location. Learn more at https://careercenter.georgetown.edu.

**STUDENT RESPONSIBILITIES**

**Policies and Procedures**
You are responsible for reading the information contained in all of the pertinent Georgetown University student handbooks and for abiding by the rules, regulations, procedures and
policies described therein. If you have questions about any stated policies, please see your faculty advisor or program director.

**Coursework**

You are responsible for meeting all course objectives. Additional information is below:

1.) Attendance is required at all class meetings. You should notify your Course Faculty member in advance if you must miss a class for any reason.
2.) Punctuality is expected for all classes. You should notify your Course Faculty member as soon as possible if you are going to be late for class.
3.) You should be prepared for class by reading all assigned materials and completing preparatory activities prior to the class meeting. You should also be able to discuss pertinent issues with faculty, colleagues, and guest lecturers.
4.) Check the course syllabus and Blackboard or Canvas frequently for pertinent course dates and assignments.

**Professionalism**

Students are expected to respond to emails from departmental faculty and staff, as well as executive mentors, preceptors or any other University or departmentally affiliated contacts within 24 hours.

When providing an RSVP for an event either on or off campus, please attend if you indicate that you plan to do so. If for any reason you are unable to attend as planned, please notify the point of contact for the event.

Recording of classes, lectures, and guest speakers is strictly prohibited unless permission is expressly granted by the instructor.

**Procedures for Students Filing a Complaint**

Students wishing to file a complaint or a grievance against faculty should consult the Graduate Bulletin for the proper procedure and the appropriate administrators to contact. Detailed information can be found in the Graduate Bulletin at http://grad.georgetown.edu/pages/bulletin.cfm.

For more information on the University governance processes, including the role of students, please see the following Web sites:

1.) Georgetown University’s Governance website: http://www.georgetown.edu/about/governance/index.html
2.) Graduate School of Arts & Science Executive Committee: http://grad.georgetown.edu/pages/executive_committee.cfm
3.) Graduate Student Organization: https://blogs.commons.georgetown.edu/georgetowngso/about-gso/
EVALUATION OF STUDENT PERFORMANCE

Each course will have a syllabus that clearly describes the performance expectations for the course, including details on each assignment, quiz and examination.

Class Participation & Evaluation
Being prepared for class and engaging with classmates and faculty are fundamentals of graduate education. Therefore, many courses will dedicate a percentage of the overall grade to student participation. This percentage will depend upon the teaching modality and time required by students to prepare for the work of classroom seminars. Faculty will determine and post the criteria for evaluation.

Written Course Assignments
Each course will describe the percentage of the overall grade that is comprised by student written and multimedia presentations. All assignments and presentations are expected to be professional and created using appropriate software. Faculty, as well as peers, may evaluate student performance.

Written assignments must reflect graduate-level grammar, composition, documentation and attribution. All written work must be submitted in APA format unless otherwise specified. It is strongly suggested that each student own the most current addition of the Publication Manual of the American Psychological Association, or refer to the APA Web site at http://www.apastyle.org/faqs.html. Students should also familiarize themselves with various referencing software (RefWorks, Zotero, Mendeley, Endnote) and identify a platform to support their graduate studies.

Examinations
All examinations are given under the Georgetown University honor system. This means that you will neither give nor receive assistance in taking exams. Examination content may not be discussed with other students who have not yet taken the exam or with future students. It also means that you will report to a faculty member any observed violations of the honor code, i.e., other student/s giving or receiving examination assistance.

Examinations may include multiple choice, short-answer, short essay, and/or extensive case management questions. Assistance with test-taking strategies is available through the Academic Resource Center (ARC) at http://guarc.georgetown.edu/.

Exams will be time-limited or proctored at the discretion of the instructor. Course grades will be calculated according to the grading rubric outlined on the course syllabus.
Graduation

The Graduate School of Arts & Sciences awards degrees. You must apply to graduate by completing the online graduation application form on MyAccess. Detailed information that includes application deadlines is sent via email to eligible students by the Graduate School or NHS Academic Affairs.

Official copies of a student’s final transcript showing award of the Graduate School degree may be ordered via MyAccess or directly from the Registrar’s Office. University policy does not permit the release of either diplomas or final transcripts to students with unpaid balances greater than the amount stated by the Registrar’s Office. Students with unpaid balances should contact the Office of Student Accounts for information on how to clear their accounts.

For additional information related to the graduation process, please visit this website: http://grad.georgetown.edu/academics/how-to-graduate/.